



Adult Probation



Together We Make a Difference

Maricopa
County

Superior
Court
of
Arizona

1998
1999
2000

Annual Report



Maricopa County Adult Probation Department

Vision

An Agency of Professionals
Committed to
Continuous Improvement
in the Quality
of Community Life by
Offering Hope
to Neighborhoods,
Victims
and Offenders.



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Maricopa County Adult Probation Department



Justice 2002

Building Trust & Confidence
in Arizona Courts



Chief Norm Helber
MCAPD 1990-2000



Chief Barbara Broderick assumed the
helm at MCAPD in November 2000.

Dear Judge Campbell:

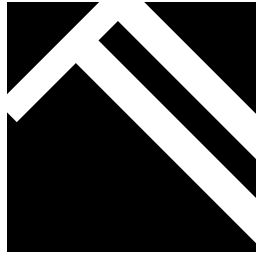
The theme of this three year combined issue of the Adult Probation Department's annual report is one of transition. Norm Helber retired in 2000 after ten years as Chief Probation Officer. During that time, the agency grew from 550 to 1200 employees, and in national reputation as an agency of innovation. In August 1999, the American Probation and Parole Association awarded the department its President's Award recognizing "visionary organizations that have exemplified the management and innovation necessary to lead community corrections into the next millennium." The content of this annual report reflects Mr. Helber's commitment to restorative justice principles, innovative probation programs and the concept of partnering with the community. It is the dedication and commitment of the staff of the department who carried out these programs which produced successful outcomes with offenders.

The Adult Probation Department continues to strive forward toward the judicial strategic agenda of "Justice for a Better Arizona." As the department transitions into a new era, a renewed emphasis is being placed on "being accountable" by enforcing the terms and conditions imposed by the Court with particular emphasis on victim restitution and community work service projects. As our staff continues to connect with the community, protection of families and the community will take on new cooperative efforts with juvenile probation and law enforcement. Our greatest challenge continues to be the Department's efforts to recruit and retain qualified individuals and to insure competitive salaries for staff. Finally, the redesign of the pre-sentence process and our involvement in Regional Court Centers will assist in providing access to swift, fair justice. These are but a few of the many challenges facing the department in the next years.

Respectfully,

Barbara Broderick,
Chief Probation Officer

Maricopa County Adult Probation Department



Justice 2002

Building Trust & Confidence in Arizona Courts

The strategic agenda for the Arizona Judicial Department is **Justice 2002**. Articles in this report will attest that the Maricopa County Adult Probation Department (MCAPD) actively supports this agenda. The four goals of **Justice 2002** are:

✓ **Protecting Children,
Families & Communities**

✓ **Connecting with the
Community**

✓ **Providing Access to
Swift, Fair Justice**

✓ **Being Accountable**

This agenda can help increase the public's trust of the court system, inspire confidence that individual rights are being protected and ensure that all Arizona citizens are being treated fairly.

The Maricopa County Adult Probation Department emulates an established mission, vision, and goals. The units and special programs of the Department adhere to established action plans and performance measures.

In addition to cooperating with the goals of the Arizona Supreme Court in its **Justice 2002** Strategic Plan, Maricopa County Adult Probation's strategic goals are to:

- Develop partnerships with the community which provide prevention and intervention services;
- Facilitate a mission-driven culture;
- Move toward a Restorative Justice model;
- Recognize and reward staff performance and achievement;
- Develop and use performance measures; and
- Develop comprehensive community awareness education programs.

Maricopa County, which encompasses the greater Phoenix metropolitan area, is large both in terms of population and geographic dimension. Maricopa has become the fastest growing county in the nation. Covering 9,226 square miles, it has urban and rural areas as well as Indian reservations. There are over 20 cities and towns. The character of Maricopa County is Southwestern, rich with Hispanic and Native American heritage, as well as modern and pro-growth as new business and citizens arrive. The racial composition of the county is 85 percent White, 16 percent Hispanic, 4 percent African American, 2 percent Native American, 2 percent Asian, and 8 percent other.

Maricopa County has 59 percent of the State's population. The people of Arizona are politically conservative and independent. Community justice is developing in the county. There are hundreds of neighborhood organizations and community groups, many of them quite active in their efforts to fight crime and improve neighborhood conditions. ❖

Maricopa County Adult Probation Department

Probation Department Grows

Growth in MCAPD was rapid from 1998-2001. As staff numbers surpassed 1000 and offender populations rose in record numbers, there was a need to restructure the organization. Administrative support was increased and a new field division was created.

By the end of 1999, approximately 1,100 staff were working in the major organizational areas of Administration, Community Supervision, and Assessment & Development. By mid-2000, staff numbers continued to grow to more than 1,200, including on-call employees. ❖

The Organization

Staff at MCAPD are well-educated with a diversity of backgrounds which include criminal justice, social work, sociology, theology, psychology, recreation, counseling, law-enforcement, education, and business. A Bachelor's Degree is required to become a probation officer. A Master's Degree is required within six years of promotion for management and supervisory personnel. The Department offers over 20 specialist positions and opportunities for lateral transfer which are attractive to the career probation officer.

Surveillance officers are used extensively to increase field contacts and monitor high-risk cases and those with curfews. The Department employs chemical dependency counselors to work in the Drug Court and Community Punishment programs. Paraprofessionals have a variety of opportunities in the areas of furlough screening, reduced supervision caseloads, presentence assessments, and collections.

The Department has over 100 trained volunteers and student interns who work in two capacities. Associate probation officers must be enrolled in school, or have an Associates Degree, or have 64 hours of college credit, or be college graduates. They assist probation and surveillance officers with supervision, case management, and case documentation. Volunteers serve many diverse roles such as mentors, tutors, financial/budgeting instructors, support staff, and more. ❖

"...probation departments in Arizona are nationally recognized to be among the best, providing their offenders with both strict surveillance and needed treatment services."

—Joan Petersilia, Probation in the United States, Crime and Justice: A Review of Research, Volume 22, 1997

MCAPD Executive Team in 2000



Executive Team 2000

Bottom: Vicki Biro, Director of Eastern Field Services; Norman L. Helber, Chief Probation Officer; Doug Pilcher, Director of Central Field Services; Manuel Gomez, Director of Western Field Services.

Top: Mary Anne Legarski, Director of Eastern Intensive Probation; Mike Goss, Deputy Chief of Administration; Donna Cross, Director of Presentence Investigations; Zachary Dal Pra, Deputy Chief of Assessment & Development; Mary Walensa, Deputy Chief of Community Supervision; Marty Soto, Director of Southern Field Services; Mark Stodola, Director of Treatment & New Programs; Linda Ettari, Director of Budget & Finance; Ken Groom, Director of Western Intensive Probation.

Maricopa County Adult Probation Department

A "Healer" for the Community



Former Chief Norman Helber and David Tierney at the Hon Kachina Award Ceremony in 1998.

✓ Connecting with the Community

A good friend of Adult Probation, David Tierney, received one of the 1998 Hon Kachina Volunteer awards. Nominated by Chief Norman Helber, Tierney was one of nine honorees at the annual banquet held at the Camelback Inn and broadcasted on our local ABC station.

David was raised in Boston, attended Brandeis University on a scholarship, and then continued on to Harvard Law School. With diploma in hand and voice coaching to eliminate his Boston brogue, David felt an obligation to engage the Civil Rights movement in Selma, Alabama. He followed that with a stint in the Peace Corps where he met his wife Susan.

David and Susan migrated to the Sunbelt in 1969, settling in Phoenix. David concluded that the most significant problem in his new home state was the deplorable state of the prisons. This initiated his crusade for prison reform and introduced him to the community of Adult Probation. Former Chief Probation Officer Hank Duffy appointed him to the Community Punishment Advisory Board. He served on the board for nine years before founding the non-profit Restorative Justice Resource Council that strives to help our probationers "restore" the community. This group recently awarded full-time scholarships to those who have completed their GED while on probation.

Former Chief Helber said, "The Hon Kachina is symbolic of 'healing' for the Hopi tribe. We are honored to have such a gentleman working with our agency. Whether with his annual Health Fair or with our probationers, he goes forward, and like the healers in scriptures, he 'lays on hands,' touches other lives, and makes a real difference in our community."

Mr. Tierney consistently commits his energy and time to the betterment of our community. During his acceptance speech he thanked his law partners and family for indulging him through his crusade. As he said in his speech, "It is sometimes hard to balance the things we live to do with the things we do to live." ❖

184 Families Received Food Baskets in 1998



Through a variety of events held during 1998, Adult Probation employees raised over \$5,000 for their Food Basket Project. The Department gives food baskets to clients' families who are not able to receive assistance from local food banks but are in need of basic items. Those who receive food baskets are referred by probation staff. On December 17, 1998 several employees packed 184 baskets with food and gift certificates. Thanks to a joint effort between the Department and Toys for Tots, hundreds of toys were also added to the baskets.

The Project depends entirely upon the good will and hard work of its 30 committee members and other volunteers who generate the funds needed to purchase the food each year. It originated about 16 years ago when the Staff Development Unit gave food baskets to 25 less fortunate families. Since 1991, Probation Officer **Gloria Washington** has tirelessly led staff to their goal of helping clients' families. ❖

Maricopa County Adult Probation Department

Two Grants Awarded in 1998

MCAPD participated in a State Justice Institute grant to assist in the development of a community reparative board. Probationers participated in the reparative boards as a term of probation. They met with members of the community to hear how the offense impacted them and were responsible to the Board for making reparations to the community. The Phoenix Police Department and Arizona State University were partners in the project and were funded by another grant from the National Institute of Justice. ❖

Out & About Project: 1998 NACo Award

The Out & About Project was one of two MCAPD programs to receive a 1998 NACo award. The Project consisted of planned group outings for Seriously Mentally Ill (SMI) clients who were actively supervised on probation. The monthly outings included educational, cultural and recreational activities held at local sites. The activities were planned by SMI probation officers to promote self-esteem through an atmosphere of acceptance and mutual support. This project was recognized as an excellent example of County employees finding creative solutions to problems. ❖

MCAPD: 1999 President's Award

MCAPD received the prestigious President's Award at the American Probation & Parole Association's 24th Annual Institute in New York City, New York, in August 1999. The award recognized visionary organizations that exemplified the management and innovations necessary to lead community corrections into the next millennium. Department successes included enforcement of court-ordered financial sanctions by creating specialized caseloads, education programs, Suns Nite Hoops, Drug Court, specialized sex offender units, and community involvement. ❖

"...leadership needs to be shared in a balanced approach. The Department can provide assistance to a community, but members of that community must be leaders in determining their direction. Staff are encouraged to be leaders in innovation, risk-taking, and developing solutions for clients and victims that are unique to the community in which they work."

**-Michael L. Goss
Deputy Chief**

Drug Court Awarded 2000 Grant

The Drug Court program was awarded a two-year federal enhancement grant in 2000 to fund the development of a new treatment track designed for Proposition 200 first-time drug offenders. Because these probationers are precluded from serving any jail time as a condition of probation, (unlike all traditional Drug Court participants who receive 60 days deferred jail), they require unique supervision strategies and placement on a separate court calendar.

The U.S. Department of Justice's award funded several program enhancements for Track II Drug Court. In lieu of incarceration, Track II focuses on family involvement and a system of rewards to motivate clients toward program compliance.

Track II also funded a Women's Network case manager, a counselor and other salaries. In addition, extensive research was funded to determine Track II's effectiveness. ❖

Maricopa County Adult Probation Department

AOC Gives LEARN Lab 1999 Award



Phyllis Hinton, Kathy Plank, Robin Chanto, Lindell Rhodes & Sharlene Richards with the Frank X. Gordon 1999 LEARN Lab of the Year Award.

MCAPD's Garfield Education Center won the Arizona Office of the Courts' Literacy, Education, and Reading Network (LEARN) Lab Center of the Year award for Fiscal 1999. The LEARN Lab provides computer-based instruction. The Garfield lab (as well as other labs located in Mesa and Glendale), offers education services to probationers and also provides literacy and education classes to community residents.

In Garfield, teachers Sharlene Richards and Phyllis Hinton took an innovative approach in presenting ESOL (English to Speakers of Other Languages) and Adult Basic Education classes to their participants. Of their students, 44% made documented improvement in their reading, writing, math, and/or English language skills. Once students obtain a GED, they are eligible to attend a six credit Gateway Community College course specifically designed for adult students who have never attended college.

Betty Wimmer, a teacher at the Mesa LEARN Lab, was also nominated for Teacher of the Year. One of her students wrote the best essay the state grader had ever read. This student also earned the highest score received on the GED test. While the Arizona average for passing the GED is 72%, MCAPD's GED testers passed at a rate of 79% in 1999. ❖

Literacy Program: Rated One of the Best in 2000

The State of Arizona Department of Education conducts site visits and inspects Family Literacy programs in order to ensure quality. In January 2000, the Arizona State Family Literacy Coordinator visited our Family Literacy Program and in March 2000, the Arizona State Family Literacy Resource Specialist and Trainer visited the program. Kathy Beal, Lindell Rhodes, Edith Arevalo and the staff at Garfield Elementary School were commended for their outstanding accomplishments with the Family Literacy Program.

The Department of Education representatives said our Garfield Family Literacy Program is "one of the best, one of the strongest in the State, and highly successful in meeting Garfield families' education needs."

Lois I. Schneider, Family Literacy Coordinator for the Arizona Department of Education/Division of Adult Education, stated, "I was pleased with what I observed and felt your program is highly successful in meeting the needs of the families in the Garfield neighborhood. I was particularly impressed with the leadership roles the parents are taking in the overall management of their classroom."

Linda Mead, Resource Specialist and Trainer for the Mesa Unified School District Fam-

ily Tree Project, stated, "Your program is, by far, one of the best I have visited this year. All of your components look strong and developmentally appropriate."

Ms. Mead's report noted the many strengths of the Garfield Family Literacy Program including the following:

- *You have a beautiful site, with inviting classrooms.*
- *The children's classroom is set up to encourage learning.*
- *An adult education lesson ties into the children's work and both adults and children learn better when the learning uses authentic materials and relevant information.*
- *The adult students are learning many important work skills and are given many opportunities to speak, listen, write, and read, all done with humor and empowerment.*
- *The Family Literacy team is dynamic.*
- *Kathy Beal has done a wonderful job of setting up the program, training the staff, and guiding the quality.*
- *Adult Probation has always been a strong presence in promoting this program, and Lindell Rhodes can be commended for that.*
- *It was evident to me that all team members work for the good of the families, focusing on the issues facing poverty and under-education.* ❖

Maricopa County Adult Probation Department

1999 NACo Award: Homeless Caseload

Recognized as an innovative program which “contributes to and enhances county government in the United States,” APD’s Homeless Caseload was awarded the National Association of Counties (NACo) Award in 1999. This specialized caseload, developed in 1997, addresses the high needs/high risk homeless population. The Homeless Caseload was designed to minimize the number of warrants issued for homeless probationers and to help homeless probationers re-enter society as productive law-abiding individuals. Since its inception, the number of warrants filed against the homeless population decreased by more than 50% and the demand on standard field officers decreased. Additionally, more than 50% of this population found permanent housing, employment, and moved to a standard caseload within three months. ❖

2000 Strengthening Families Grant

The Strengthening Families Program (SFP) was provided to Community Punishment Program (CPP) substance abuse clients and their families during 1999 and 2000. The Governor’s Division of Drug Policy and the Parents’ Commission approved grant funds to expand the SFP to Drug Court participants beginning in July 2000. The Strengthening Families Program was studied and proved to be an effective prevention program in many sites and with multiple ethnic groups. The program provides three curriculums in one package: parent training, life skills training to participants’ children ages 5 through 12, and family skills training. The SFP family project is unique from other parent programs because it includes the children in their own group, along with their family. ❖

The Community Service Program

MCAPD supervises convicted offenders that are allowed to remain in the community under a suspended sentence of probation. Probationers must follow specific rules and regulations ordered by the Court in order to remain in the community. Many probationers do not have prior offenses and were convicted of non-violent offenses related to the abuse of drugs and/or alcohol. Many probationers are also ordered by the Court to complete community service hours. The Mission of MCAPD’s Community Service Program (CSP) is to provide a cost effective community based sanction through the brokerage of monitored probationer labor for the enhancement of the community and rehabilitation of the offender. The CSP includes a labor force of over 10,000 skilled and semi-skilled adult offenders located in Maricopa County. The labor pool is skilled in landscaping, painting, plumbing, carpet laying, office work, general labor, and many more skills.

The Department has partnerships with over 1,200 non-profit agencies and governmental entities in Maricopa County that use this labor pool. All offenders are screened to match the needs and circumstances of the receiving agency. Generally offender labor is free; however, occasionally token fees are received for highly skilled, ongoing, or complicated work projects.

The Program helps non-profit organizations stretch limited financial resources by providing skilled and semi-skilled workers at no cost. Taxpayers receive a break by providing government agencies with manpower to complete labor intensive projects. The community benefits through the coordination and completion of neighborhood clean up and remodeling projects, beautification programs, and the ongoing removal of graffiti. And finally, offenders have an opportunity to choose a positive life-style through service to their community. Offenders leave the Program with better self confidence, stronger interpersonal skills, an improved work ethic, vocational training, and occasionally full-time employment. ❖

Maricopa County Adult Probation Department

Community Service Program (CSP) 1999: A Quick Look

✓ Connecting with the Community

Community Service Hotline:

Probationers can locate a community outreach project near their home by calling the CSP Hotline. The Hotline, a voice mailbox system available 24 hours a day, allows probationers to determine the best project based on their needs and skill level, and to register for the project over the telephone.

Community Outreach Program:

CSP staff coordinate and monitor special community work projects each month. Projects generally involve clean up of inner-city neighborhood blight, graffiti abatement, painting murals, etc.

Labor For Hire:

CSP staff provide local government an unskilled labor pool for a nominal fee to clean up parks and parking garages, provide landscape maintenance, and other similar projects.

Project Quick Fix:

CSP staff work with local law enforcement to assist victims of vandalism and property crime within 72 hours.

Project Home Bound:

CSP staff develop projects for home-bound probationers. These typically involve the assembly of take home materials from manufacturing or light industry firms. Those with sewing skills create teddy bears for a local children's charity.

Project Maintain:

CSP staff coordinate the use of probationer labor to provide for daily cleaning and maintenance of three large probation service centers.

Project Art:

CSP staff encourage artistically talented probationers to create drawings and paintings that are displayed in probation offices. The artistic creations are donated annually to local non-profit agencies to raise funds for them through charity silent auctions.

Project New Start:

CSP staff collaborate with local businesses to create on-the-job training opportunities for probationers. The business pays only minimum wage during the 30-60 day "internship" period and probationers learn a marketable skill while receiving community service hours.

Project Build-It!:

CSP staff work with Head Start, Habitat for Humanity, Superior Court and others to provide skilled labor for complicated construction projects. ❖

Probationers completed *over 2 million community service hours from FY 1998 – FY 2000.*

Maricopa County Adult Probation Department

Intensive Probation Supervision

Ault Intensive Probation Supervision (IPS) is a sentencing alternative for offenders who would otherwise have been incarcerated in the State Department of Corrections at initial sentencing or as a result of a technical violation of standard probation. IPS is designed to provide strict control, surveillance, and supervision in a manner which will restrict and monitor the offender's movement and activities in the community while emphasizing the payment of restitution to victims.

Offenders are under house arrest and are

monitored by IPS teams consisting of an adult probation officer and a surveillance officer. The IPS team monitors the offenders by conducting field visits at least four times per week for Phase One clients. Weekly contacts may be reduced as the offender moves through the IPS phases. Offenders are required by statute to be employed, submit their paychecks to IPS, and complete forty hours of community service per month. An offender who successfully completes the rigorous IPS program graduates to standard probation. ❖

Success in IPS



"With Intensive Probation I've had greater interaction with my POs - and I needed that," said Candice Poindexter (right), an IPS probationer. Left: PO Janet Blake

"He would have ridden a motorcycle. He was a lot like you and me. The government didn't like him. The church thought he was weird. His friends were few. What friends he had, denied him. Hypocrites persecuted him. He hung around people like you and me, not the goody-two-shoes Pharisees. Yes, if Jesus were on this earth in the flesh he would be next to you on his motorcycle telling you he loved you...enough to die for you."

This is the Word, according to the Bikers' Church in the Son located on Cave Creek Road in Sunnyslope. IPS probationer, Candice Poindexter, proudly hands out brochures with this quotation at her church where she acts as a Sunday school teacher to children. Candice is barely out of her teens but has had significant encounters with the legal system.

In 1997 she was arrested seven times before receiving her third probation grant, and her second felony conviction. The Court felt IPS might work better than DOC so she received a five-year probation grant in March 1998. Candice was bright enough to realize the Court was losing patience with her, but her youth and lack of education did not present many options to escape her environment. She opted to move into The Church on the Street, which is affiliated with Bikers' Church in the Son. The Church on the Street provides temporary emergency housing until probationers get back on their feet.

Complying with a term of her probation, Candice took the GED exam and scored in the high range in all categories. Her GED instructor Phyllis Hinton remembers Candice as, "a brilliant quick study who should excel in college." In addition to other hardships, Candice became homeless when her mother suffered a stroke. She was under foster care for a time. The Court sympathized with her plight and gave Candice one last chance at getting her life together.

APO Charlotte Collins said, "Candice once shared that she had never completed anything in her life, until being placed on IPS. She is especially proud of obtaining her GED and receiving a personal letter from the Court congratulating her on this achievement." Candice recognizes her mistakes and thinks immaturity played a large part in her problems. "I received standard probation and continued to behave as if I wasn't on probation. With IPS, I've had greater interaction with my POs — and I needed that." With continued good fortune, perhaps this probationer will embody the last line of her church pamphlet: "The Truth is, this simple decision of your heart can make old things pass away and all things become new." ❖

Maricopa County Adult Probation Department

What We Do Makes a Difference



1999 Planning & Research Team

Billie Grobe, Marlana Fregoso, Gillian Porter, Tony Villocino, Maria Amaya, and Jennifer Ferguson. Not pictured – Aurelie Flores

✓ Being Accountable

Many officers have an *intuition* or a *gut feeling* that they are helping clients change their lives. However, the public and the legislature wants more than a *gut feeling*. What if we could *prove* that what we are doing makes a difference?

A tool was developed and is being implemented. This tool is called the Offender Screening Tool, more commonly referred to as the OST. The OST is an objective assessment tool developed by Maricopa County Adult Probation Department staff along with Dave Simourd, a prominent researcher in the area of risk and need assessment. The OST is designed to provide measures of an offender's risk to re-offend and his/her needs for treatment and intervention. This information can then be used to support decisions made by officers when making a recommendation or developing a case plan.

The OST was developed after considering research that supports the belief that when sanctions are combined with treatment, an offender's chance of committing another offense can decrease. The most effective treatment programs are those that follow certain principles such as the risk principle and the need principle. The **risk principle** states that treatment services should be matched to the offender's level of risk. Individuals that pose a greater risk should receive more intense services. The **need principle** states that treatment should target the characteristics of an offender that are related to their chance of committing another crime but that can be changed through treatment. Research has also identified these factors. Some examples include attitudes that are supportive of crime and the offender's associates. To place offenders in the appropriate programs according to these principles, it is important to identify the offender's risk and needs. That is what the OST is designed to do.

A number of potential benefits are also gained by using the OST. The OST provides a way to assess clients in a fair and consistent manner since each client will be judged by the same criteria. However, even with this consistency the OST is not designed to take away officers' ability to make decisions using their experience and expertise. Instead, the OST will help guide those decisions. The OST can also help officers in presentence and in the field as they make recommendations or develop case plans. The OST does this by identifying those factors that pose the greatest risk for the individual to commit another offense and the factors that can be changed. A focus upon targeted areas of treatment has the potential to lower an offender's risk. The OST can also help measure change in offenders over time to see if the treatment they are receiving works. If we can measure the change, then the OST can provide concrete evidence and more than a *gut feeling* that what is being done is making a difference. ❖

Successful Terminations:

On average 6 out of 10 probationers successfully completed probation during Fiscal Years 1998-2000.

Maricopa County Adult Probation Department

Compliance Facilitation Receives Award

The Compliance Facilitation Program received a 1999 NACo Award for achievement. This program, launched in 1996, deals with the ever-increasing number of petitions to revoke probation being filed. Too often, probationers were returned to court (usually via warrant), only to be reinstated on essentially the same terms and conditions of probation. Compliance Facilitation addresses

violation issues without involving the Court and also helps improve client compliance. Volunteer mediators meet with the probation officer and client. Together they explore solutions toward compliance and develop a contract designed to resolve violation issues. Of nearly 100 cases mediated during its pilot phase, only 30% were returned to court for revocation. ❖

Compliance Facilitation in 2000

Some officers swear by it, others think it's appropriate for certain cases, and still others either haven't tried it or aren't interested in trying it. Fact is, Compliance Facilitation is a very effective intermediate sanction for any case involving technical violations. It has also gained the support of the Probation Violation Commissioners, who have indicated they want to be made aware of cases in which probationers participated in a Compliance Facilitation session. They suggested that they would be more likely to impose a harsher disposition if the probationer had reached an agreement outlining the steps they would take to come back into compliance, but failed to follow through. The Commissioners also asked that the option of directing an officer to initiate a Compliance Facilitation session be included on the official Memo to the Court.

In an effort to determine the true effectiveness of Compliance Facilitation, data on these probationers was tracked. From September 1, 1999 through May 9, 2000, 120 cases had been scheduled for facilitation. The terms the probationer was not complying with, whether or not the facilitation took place, and whether an agreement was reached for these probationers was tracked. Follow-ups were conducted following the Compliance Facilitation session. Among the questions asked for the follow-up are whether the probationer is still being supervised and if so, whether their level of compliance improved. In cases where a Petition to Revoke probation was submitted, the terms alleged in the petition are being compared to the terms addressed during the facilitation session to determine any correlation.

Thirty-six responses were received from the three-month follow-up. Twenty of the supervising officers responding indicated the probationer showed improvement in compliance with their terms, with eight of those twenty showing a significant improvement in compliance. Only eight Petitions to Revoke Probation had been filed at the three-month follow-up. Fifteen responses were received from the six-month follow-up. Twelve of the fifteen responses indicated the probationer was still being supervised, no petition had been filed, and the probationer's compliance had either remained the same or had improved from the previous follow-up.

The data seems to indicate that in many cases it is worthwhile to spend an hour in a Compliance Facilitation session rather than filing a Petition to Revoke Probation. Even in those cases where compliance did not improve significantly, many officers experienced better communication with the probationer following a Compliance Facilitation session. ❖

"Probation is not a popular nor easily understood segment of the criminal justice system. The Maricopa County Adult Probation Department has done an outstanding job of reaching out into our community to help policy makers and the general public understand the key role it plays in the rehabilitation and re-entry of convicted individuals back into society."

**-Jacque Steiner, Member of the Community
Punishment Advisory Committee & Former Arizona State Senator**

Maricopa County Adult Probation Department

Adult Probation Victim & Community Help Line

✓ Connecting with the Community

In 1998, Maricopa became the first county in Arizona to develop a program that would offer assistance to victims through an adult probation department. This program, the Victim and Community Help Line, helps keep the doors of justice open and show victims that they are important. It assists not only victims, but probation officers and the public as well. Some of the services provided include: information regarding restitution, violation issues, the court process, probation, victims' rights, and assistance with mediation and public referrals. Assistance is provided in both English and Spanish.



Maria Amaya, Coordinator of the Help Line

In 2000, the Victim & Community Help Line expanded its services. Along with this expansion came a new name, the Victim Services Unit (VSU).

A Restitution Advocate was added to the Unit. The primary duties of the Restitution Advocate are to assist probation officers with the "to be determined" restitution cases and to assist victims with filing liens on cases that have expired where restitution is still due. ❖

Victim Assistance Appreciation Award

During the 1999 National Crime Victims' Rights Week, the Victim & Community Help Line recognized Jeff Koenig for the outstanding service he has provided to victims. Deputy Chief Mary Walensa presented an award to Jeff on April 30, 1999. Following is a summary of the service Jeff provided that earned him this award.

While assigned to the complex offender caseload, Jeff supervised an individual who was taking strong medication, heard voices, and was convinced he had a romantic relationship with a local TV news anchor. The probationer had begun to stalk the anchor. Because she was a public figure, access to her was easy. Jeff spent an Easter Sunday persuading the probationer to not kill the victim and her children. A meeting was called with high officials to decide what could be done since the probationer was due to be released from probation. In addition to other occasions where Jeff contributed to the safety of the victim, he has spent about four years keeping the victim aware of the defendant's whereabouts and any possibility the defendant may show up at the victim's home. Jeff continues to call the probationer and the victim once a month to make sure all are doing well. He still carries a pager so the probationer can call him at any time.

Special recognition goes to many others who have dedicated their time to ensure victims are receiving the rights, resources, and respect they deserve. Nominations/experiences included:

- ♦ **Christine Lawrence** - for service provided to victims to ensure that restitution is received.
- ♦ **Manny Athens** - for service provided to a victim through the Victim Offender Mediation Program.
- ♦ **Hillary Richards** - for service provided in assisting victims with restitution information.
- ♦ **Coronado Community Center** - for service provided not only to victims but to the Coronado neighborhood as well.
- ♦ **Jeanette Velasquez** - for providing empathic listening to victims.
- ♦ **Saul Schoon** - for service provided in ensuring a victim's safety.
- ♦ **Kristi Ward** - for service provided in making contact with a victim despite incorrect address and phone information. ❖

"Let's become as famous for our victim services as we are for our services to the neighborhood, the community and offenders."

—Chief Norm Helber, 1999

Maricopa County Adult Probation Department

Community Punishment Program

The Community Punishment Program (CPP), established in 1989 by a legislative grant, is administered through the Arizona Office of the Courts. It offers help to high-risk, high-need substance abusers and utilizes a cognitive approach. Counselors facilitate the therapy-based program. CPP is a prison diversion program that attempts to keep its clients from going “into the system” again. It is more long-term and intensive than the APD’s Cognitive Intervention Program. Participants must meet certain criteria such as having a prior criminal record including one prior felony. ❖

Two CPP Success Stories

Jeffery Richardson completed MCAPD’s Community Punishment Program (CPP) long-term outpatient treatment program on November 9, 1998. When Jeffery began CPP he was on Intensive Probation and the beneficiary of many years of effort by the criminal justice system to help him discontinue both his criminal behavior and illicit chemical use. He had served prison terms two times before receiving his latest probation grant.

Once in CPP, Jeffery made frequent comments indicating his personal desire to end his unlawful behavior. Jeffery’s reasons to straighten out his life were numerous, but tantamount was his desire to be a better husband and father.

Jeffery’s commitment to sobriety and crime-free living appeared viable. His group attendance and group behavior were exemplary, with Jeffery fast becoming a group member willing to confront others on their apparent lack of commitment to positive change.

While in CPP, Jeffery maintained employment and best of all appeared to work to improve his relationship with his wife and family. Throughout his time in CPP, he included his family in activities that permitted their involvement. In addition, he received praise and promotions at work. He completed CPP and graduated to standard probation during the same time frame.

Jeffery attributes his success and positive changes in his life while in CPP to a change in his basic belief system. He practices patience and a willingness to comply with the directives/needs of the Court, his employer, and wife. At his graduation ceremony, many were touched when Jeffery’s three children praised their father for returning to them as a clean and sober individual. ❖

Troy Weitzman, a man too young for the criminal and chemical addiction history he possessed, began his group sessions with statements of optimism about his ultimate success in the program. Troy indicated that he was aware of his need to make positive changes in his life before it was too late to “recover from the trash of my past.”

Troy’s success in CPP was remarkable. However, he initially had difficulty finding the ability/willingness to comply with the directives of the Court. Each night Troy attended group, he reported some wrong or indignity that had been visited upon him by his probation officer. He complained of requirements to be at or near home, of slow phase movement, and about what his probation officer might require of him. Troy even took one complaint all the way to the Governor’s Office! Finally, Troy indicated he would no longer complain and planned to comply.

“Troy moved himself from tepid statements of hope for sobriety to those of absolute belief in his own ability to control his destiny.”

With compliance and the completion of many Franklin Reality Models and Thought Reports, Troy began to experience success. Compliance brought him more freedom and movement through the Intensive Probation phase levels. His group attendance and participation level soared. He became a true advocate of personal responsibility for one’s thoughts, behaviors, and actions. After completing CPP, Troy maintained contact with a counselor to volunteer support to others in need of a change in their belief systems. ❖

Maricopa County Adult Probation Department

1999 CPP Substance Abuse Program: Growth and Change

✓ Being Accountable

The Community Punishment Program (CPP) has three main diversion groups: sex offenders, seriously mentally ill clients and substance abusers. From 1996-1999 the CPP Substance Abuse Program (CPP/SA) underwent numerous changes. These changes included the following:

- implementation of a Cognitive-behavioral/Social-learning model
- improved assessment procedures
- improved treatment matching services
- better identification of the highest risk/need probationers
- treatment designed for the offenders that we serve
- program expansion

We are always reviewing research and looking for ways to continuously improve our program. With a focus on decreasing recidivism through proper, cutting edge treatment techniques, we strive to maintain a high quality program. This focus on providing quality treatment has led us to utilizing Prop. 200 services as an adjunct for many CPP participants and as the primary referral for those who are assessed at low or medium risk.

In 1999, CPP/SA offered nine programs throughout the Valley and conducted all assessments for the Proposition 200 offenders. 1,000 probationers were being treated each year with an average graduation rate of 70%. In addition, the program was assessing an average of 350 defendants monthly throughout the Valley.

In 1999 an alumni program was initiated. In an effort to keep CPP participants “plugged in” following treatment, the program offered monthly activities for them and their families.

The program managers believed the success of the program was due in part to the support that was received from the officers of MCAPD. ❖

Critical Incident Stress Management

A Critical Incident Stress Management (CISM) Team was formed to address certain situations that may cause stress to staff members either individually or as a group. Examples of those types of situations might be working with victims, probationers who re-offend, the death of a probationer, the death of a co-worker, violent probationers or defendants or any other potentially violent situation. When these types of incidents occur, they may cause either immediate or cumulative stress which affects a person's ability to effectively perform his or her job duties.

Several types of interventions may be conducted depending upon the circumstances of an incident. The CISM Team may be contacted after a critical incident and be sent to the scene to meet in a small group with those involved, called a defusing, or simply meet “one-on-one.” A meeting at a later date, called a de-briefing, might be necessary for those who need more time to discuss what happened. All people who receive an initial contact with the team receive a follow-up contact.

The CISM Team consists of one supervisor and two teams with five members each that respond to critical incidents according to geographic location. The CISM Team's highest priorities are confidentiality, respect for the feelings of the individuals involved, and making referrals to other agencies if professional counseling is necessary. The CISM Team is on-call and available 24 hours a day, seven days a week to provide crisis intervention services. ❖

Maricopa County Adult Probation Department

The Cognitive Program

1998 — what a year! Addition of staff to the Cognitive Program allowed for a huge increase in our ability to continue to provide training to staff, while serving probationers in a group setting. Over 200 Adult Probation staff and participants from outside agencies were trained in the concepts of Cognitive Self Change. In addition, 97 probationers successfully completed Cognitive Intervention medium-risk groups. These groups are maintaining a retention rate of almost 50% and graduating about half of the participants who begin a group.

The Cognitive Self Change Program, authored by Brian Bilodeau and Jack Bush, was first delivered in the Vermont Department of Corrections in 1988. This program utilizes the idea of “thinking errors.” Offenders are challenged to focus on and change their thinking patterns. Research indicates this is significantly effective in reducing recidivism (Henning and Frueh, 1996). Over a three year period after release, graduates of Cognitive Self Change had a recidivism rate 29% lower than those that did not participate. Maricopa County models its Cognitive Intervention Program after Cognitive Self Change. Many staff have been trained as facilitators and are instructed on creating and enforcing group rules, the importance of modeling appropriate behavior, and remaining objective and non-judgmental in order to promote positive, respectful relationships with clients. ❖

The first high-risk group consisting of 14 members was established. This group marks the beginning of service to this population. These are individuals who appear to be relatively more invested in anti-social attitudes and criminal behavior. It meets for six months in a community setting. The Cognitive Intervention Program is all about self-responsibility and has received positive feedback from group members who have taken an active role in their own learning process. Members put together a mission statement with specific objectives for the class and monitored their own progress towards these goals. Some of the goals included recognizing destructive thought processes, learning to recognize negative thinking, accepting feedback from others, learning to use the tools from class later in life, and changing things that do not meet their needs.

“Progress” in this program refers to the extent to which participants are aware of their own thinking; able to recognize when their thinking is leading them to outcomes with which they are not happy; and their ability to change their thinking in order to change their behavior. Group members chose specific behaviors which were relatively innocuous to work on in class like being late, smoking, or being judgmental. The group’s progress was very encouraging because research shows a significant relationship between these seemingly harmless behaviors and criminal behaviors. (This correlation indicates that the same thinking that drives a behavior like smoking might drive a behavior like theft or drug use.) We have found that the underlying beliefs supporting target behaviors are the same for criminal behavior.

In one of the more powerful activities, participants develop their own assignment. The purpose of the assignment is to gain insight into their thinking patterns and beliefs. Participants did an

incredible job with this assignment. One individual targeted his angry responses, recording each time he became angry over a five day period. When he reported back to class, he expressed surprise by the many things he had recorded. He had described the degree of his anger as high, regardless of the situation or circumstances. He now finds himself being angry less often.

Probationers who graduated from this inaugural high-risk group gave their opinion about the program:

- *“It elevated my fundamental skills in identifying thinking patterns and implementing interventions that helped me to change unacceptable behaviors.”*
- *“The instructors knew how to make it understandable ... Before, I would just act, now I think before I act. If I mess up, it’s going to be my choice.”* ❖

Maricopa County Adult Probation Department

Success through Cognitive Intervention

“It’s really strange how a bad situation can turn out to be a good thing. Being on probation has made me think a lot about my past. I’ve seen that I can have a better life with my wife and children,” wrote probationer John Barbour. When John was placed on probation he did not know how to stay clean, but he realized his first step was to complete the drug treatment program recommended by his probation officer, Connie Boyer. After beginning drug treatment, John was diagnosed with bi-polar disorder. He said he was probably self-medicating for years with drugs and alcohol.

John feels another benefit to being on probation was attending parenting classes, which have helped him with his two children. He said the Cognitive Intervention classes his probation officer sent him to made him realize that, “even though I will always be an addict, I will always have a choice and only I can change me.” John believes he is doing just that: changing himself. He also realizes that there are a lot of people out there who really do care. ❖

Day Reporting Center

The Day Reporting Center Program (DRC) was developed to assist with jail overcrowding by reducing the number of jail days served. Clients who participate in DRC continue to serve their jail sentence while being supervised in the community. Clients are placed on a 24-hour schedule that allows for employment, counseling, educational needs as well as completion of community service hours. ❖

A Grateful DRC Client Writes Chief Helber

Dear Sir,

I would like to take this opportunity to thank you and your staff at Garfield House, especially Ruth E. Visclosky and Glenn Scott.

On August 3, 1999, I was released from Estrella Jail tents into the DRC program. At first, I thought I would be going to the work release program. Well, to my surprise, it was DRC.

Without this program I don’t know what I would have done. I had no money, no place to live, no family, and no job. What was I going to do? I needed help, and to my surprise DRC was able to give me just about all I needed to get my life back on the right path to a normal life outside the correctional system. DRC has given me a place to stay until I have the money to find myself my own apartment. They also gave me clothes so that I would be able to go find a job. They have put food in my mouth, shoes on my feet, given me a bed to sleep in, and hot and cold running water. They even gave me money to go renew my driver’s license. And they are even trying to teach me to type faster, thanks to Robin Chanto, so that I may someday work on a computer system much faster than I do now.

You should be very proud of the DRC program. Its design to help people when they are first released from jail is, in my mind, a program very much needed and also very successful. You do yourselves proud, so once again I will say thank you from the bottom of my heart for the chance your program has given me to start over again with the help of you and your very caring staff. Please keep this program going. Lots of people in the future will hopefully find what I found in the program.

A DRC Client

Maricopa County Adult Probation Department

Community Service in the Coronado Neighborhood



Neighborhood Watch activist Richard Hernandez (middle) and Probation Officers Eric Olson & Jefferey Doria plan a petition drive to get traffic signs installed at a dangerous intersection.

✓ Connecting with the Community

Adult probation officers have many duties. In the Coronado neighborhood, officers have assisted in many diverse situations. Officers assisted a citizen who called about a tree blown into her yard during a storm. They helped a mother who brought her 12-year-old son to the neighborhood probation office wanting someone to talk to him about the consequences of smoking and truancy. Officers helped a Block Watch captain obtain 350 signatures so the city would erect traffic signs at a dangerous intersection. In other situations, officers helped a church to negotiate a roofing contract for their building and helped a community member who discovered an ex-probationer was committing thefts in the area. Officers helped at-risk teens who needed a positive role model to teach them how to avoid gang involvement. All these matters were resolved because of the close relationships established between the officers, offenders, law enforcement, social services, and neighbors.

The members of the Coronado Neighborhood Supervision team in 1999 were: Supervisor Leslie Ebratt and Probation Officers Keith Bailly, Jeffery Doria, and Eric Olson. As their contacts with community members increased so did the demands for assistance. MCAPD staff took a personal interest in the neighborhood. A dirty alley wasn't just an opportunity to put probationers to work, it was an eyesore to be cleaned up. A drug house was no longer just a problem for the police to investigate, it was a danger that needed to be eliminated. In other words, the neighborhood problems became our problems because this became OUR neighborhood. The Coronado Supervision Team came to realize that they could not do all the work themselves and fortunately, they learned that they didn't have to. By expanding their network of partners in city government and private agencies, the Team was able to secure the necessary resources.

Since the inception of neighborhood-based supervision, the Coronado team developed guidelines for serving the community. They are-

- **We listen** to the community and pay attention to what they want - resisting the temptation to impose personal values when deciding what is meaningful service to the neighborhood.
- **We do not limit ourselves** to traditional probation duties. Activities that serve to enhance neighborhood relationships, promote the development of community resources, or simply add to the beauty of the local landscape have all been shown to positively impact neighborhood safety.
- **We develop a network** of resources and use them.
- **We refer** someone to a person, not just a department.
- **We follow-up.**

The Team members recognized that maintaining a full-time presence in the community that we supervise had its share of challenges — but it proved to be vitalizing and fun. Developing a meaningful attachment with the Coronado community and its citizens motivated the Team to work harder to keep it safe. Every day our efforts were affirmed that we were making a difference in this community and in the lives of our probationers. ❖

Maricopa County Adult Probation Department

Drug Court

✓ Protecting Children, Families & Communities

MCAPD's Drug Court Program uses non-traditional methods to address the complex problems associated with substance abuse addiction. By adhering to key components identified by the National Association of Drug Court Professionals, specialized treatment is coupled with close judicial supervision in a non-adversarial courtroom atmosphere. However, unlike most other Drug Courts, Maricopa County's program is a post-sentencing model.

Drug Court emphasizes individual

accountability with a system of rewards and sanctions to direct clients through drug education and treatment. The goal is to provide offenders with the tools to facilitate drug-free lifestyles. Drug Court emphasizes a team approach where the judge, prosecutor, public defender, probation officer, and treatment counselor work together toward a common goal of rehabilitation. Drug education, support group participation, counseling, frequent court contact and urinalysis offer motivation for Drug Court contract compliance. ❖

Drug Court Client Expresses Gratitude

Dear Counselor Trejo,

I want you to know how you have helped me. I know that you chose to be a counselor and I can only say thank you for that. When I first started the program, I thought that I was already recovered. I didn't want to go back out there. I didn't want to live in a trailer with no water or electricity. I had enough of living on the streets; I was sure of that. I didn't realize, though, that I probably couldn't make it without changing things inside me. I didn't realize that I had issues I needed to face.

I didn't know that things could be worked through. Even if I thought it could, I didn't want to--that would mean exposing myself, my secrets. I didn't want to share the things I did that I felt were bad and wrong. What would people think? I didn't want people to think that I was a bad person. I didn't want to believe it myself.

It was you who showed me honesty for the first time in a long time. When I shared my lifeline, you didn't judge me--you understood. I guess I needed to be heard and understood and then I was less afraid of what the truth might reveal. You helped me take a look at my life, and you told me that it was OK the way I had shut out my feelings when I was a kid since it was probably necessary for my survival.

I was surprised you knew what to do. What a revelation--something so simple, yet something I never knew! When we wrote letters to our old behavior, that was the beginning of a new behavior. This past year, I think, is the first step to recovery/self improvement, and I like what I see down this road. I couldn't have made it this far without you.

Michelle Murfin

Drug Court Graduate 1999



"It was you who showed me honesty for the first time in a long time."--Michelle Murfin with Counselor Antonio Trejo

Maricopa County Adult Probation Department

Early Disposition Court

✓ Providing Access to Swift, Fair Justice

Huge workloads leading to lengthy delays in processing criminal court cases can be difficult to manage for court administrators. One solution to help address the problem was the development of an Early Disposition Court (EDC) in 1997. EDC plays a key role in expediting calendars, restoring timely justice, and reducing backlogs of untried cases.

Cases are placed on a Superior Court Commissioner's calendar instead of being filed in Justice Courts. Upon appearance at EDC, defendants receive group advisements. After meeting with attorneys, defendants can have several hearings consolidated into one or two court appearances. When a plea agreement is reached, the defendant waives their right to a presentence report. Then, EDC probation officers and judicial assistants interview the defendant, review criminal histories, perform assessment tests, and conduct limited investigative tasks to formulate a sentencing recommendation for the Court. After sentencing, the probation staff completes the assignment to a field probation officer and provides the defendant with reporting instructions. As a result, the many steps in prosecuting a criminal case are accomplished in small amount of time. The defendant can actually proceed from initial appearance to sentencing in one day. *(Under the standard court processing time lines, it is estimated a case takes between 120 and 130 days to dispose.)*

Most EDC cases bypass the Presentence Division, thereby saving significant probation personnel costs. In 1998 EDC saved 588 presentence reports. At an estimated \$356 per report, this translates into a savings of nearly \$210,000. Other financial benefits include a large reduction in Sheriff's transportation costs for jailed defendants. Those entering EDC while incarcerated are subsequently released sooner from confinement and supervised on probation. With detention costs at nearly \$85 per day, EDC's 8,660 jail days saved in 1998 would have cost taxpayers over \$734,000.

Police agencies have realized substantial

savings in overtime costs thanks to EDC. Officers are subpoenaed on an "on call" basis instead of spending hours in justice courts waiting to testify. The officers remain on the streets or off duty unless needed for Court.

Although difficult to quantify, EDC's early referral to drug treatment is another significant cost saver. Early referral to drug treatment comes two ways at EDC: The County Attorney's Office offers "second chances" for deferred prosecution to TASC diversion clients who failed to appear for drug counseling. Meanwhile, for those probation bound defendants, EDC probation staff make immediate referrals to Drug Court and the Community Punishment Program's drug treatment component. In a 1998 research report on Critical Case Processing, the Maricopa County Office of Management and Budget highlighted the importance of early diversion to drug treatment:

"The EDC process and the TASC function performed by the County Attorney's Office should allow for early and more effective options for drug treatment. The EDC is multi-faceted. It is predicated in early intervention and early involvement in the treatment process. The sooner the system is able to get the drug addicted defendants to consequences, the sooner the system is able to correct or help them resolve their substance abuse problem, increasing the chances for successful completion of a drug treatment program and heightening the probability of maintaining a drug free lifestyle."

EDC and other alternative efforts to accelerate court cases are here to stay, as evidenced in this excerpt from an article written by the Presiding Judge at the time-Roger Kaufman:

"EDC is a great success. Cases there are usually resolved to everyone's general satisfaction within a few weeks after arrest. EDC cases are handled entirely by court commissioners and do not reach judges' calendars." ❖

Maricopa County Adult Probation Department

Women's Treatment Network

✓ Protecting Children, Families & Communities

The Women's Treatment Network, utilizing partnerships between criminal justice agencies, public health systems, and the community, offers a full range of services to women in jail and the community. Services include substance abuse treatment, financial assistance, health services, child care, transportation, education opportunities, job training/placement, housing assistance, and mental health services. Women can receive services from the Network for up to one year. Women who complete one year are recognized at an Achievement Ceremony. The participants are then transferred to a standard or IPS caseload. ❖

Success in the Women's Treatment Network



**APO Tammy Aho with
Women's Network client
Crystal Lowery**

In September 1997, Crystal Lowery received three years standard probation. She volunteered for the Women's Treatment Network. Unfortunately, she was not ready to change and a warrant was issued for her arrest in January 1998 and she subsequently served six months in jail. Ms. Lowery was assessed as being angry, selfish, threatening towards others and extremely aggressive. While incarcerated, her poor attitude became worse. She was not interested in participating in any treatment programs offered in the jail.

After Crystal's release from incarceration, she married and her new husband, Wendell, was supportive of the case plan developed by her Network case manager. As Crystal was allowed to help determine her case plan goals and given opportunities to express her desires for recovery and treatment, her attitude began to change for the better. She learned to accept challenges and work through them one at a time. Crystal completed outpatient treatment with the National Council for Alcohol and Drug Dependency and a Cognitive Intervention class. She obtained a job and earned her driver's license--an accomplishment. Crystal believed that the support of her husband, the Women's Treatment Network, and the patience of all involved contributed to her sobriety and desire to live a drug and crime free life. ❖



**Commissioner Yancey (left)
with 1998 graduate Jodi
Hicks (center) and Public
Defender Katie Carty (right)**

Jodi Hicks started probation in 1989. She was an 18 year old crack addict and a mother of a young child at the time. Jodi was using and selling drugs, shoplifting and committing forgeries. After violating probation she was placed into the Shock Incarceration Program but she was discharged eleven days before graduation for technical violations. She absconded for four years, continued to abuse drugs and had another baby.

In 1997 Commissioner Yancey gave her one last chance on Intensive Probation Supervision (IPS). She had the support of her public defender, Katie Carty. Jodi was ordered to complete the Awareness, Learning, Planning, Help and Accepting Program. She completed this program and numerous others. She was released to the Crossroads Halfway House for Women, where she lived for four months before obtaining her own apartment. She completed Cognitive Intervention and was one of the first participants in the Women's Network Focused Action Therapy groups.

In November 1998 Jodi completed one year in the Women's Network and graduated from IPS. At the time of her graduation she was employed by Little Shelters, a shelter for abused and abandoned children, and had just received a promotion to site supervisor. Jodi truly changed her life. ❖

Maricopa County Adult Probation Department

Nite Hoops



The Nite Hoops program represents a community partnership between the Maricopa County Adult Probation Department, the Phoenix Suns, the National Curriculum and Training Institute, and several corporate sponsors. It is a non-profit education, employment, and recreation program for males between the ages of 18-25. Probationers, as well as neighborhood youth, play basketball at night at Phoenix Prep Academy. The participants attend on-site education workshops prior to games.

Rob Harris, Phoenix Suns Community Relations Director said, "Suns Nite Hoops has proven to be a tremendously successful program in providing hope to Phoenix's young adult probation population through its education, employment, and recreation opportunities. The leadership and hands-on support demonstrated by the Maricopa County Adult Probation Department has played an enormous role in this success." ❖

Phoenix Suns Nite Hoops was awarded a 1998 NACO award.

X-Tattoo

X-Tattoo, a program coordinated through the City of Phoenix, removes visible gang related tattoos. This voluntary medical treatment helps people renounce gang affiliations and can enhance employability. It utilizes laser removal technology and consists of a series of treatments. Applicants are screened by the City of Phoenix and if accepted are placed on a waiting list.

This program has proven to be a great opportunity for probationers who want to make a positive lifestyle change. ❖

Tattoo Removal Gives Client Sense of Identity



**Mary Urbalejo, sans tatoos, with APO
Therese Wagner**

Probationer Mary Urbalejo participated in the X-Tattoo Program. Initially, Mary's tattoos gave her a sense of identity; a sense of pride and belonging. "I got the tattoos because I thought I would be a gang member the rest of my life." Mary's tattoos kept her exterior tough and kept people from getting close to her; just the way Mary wanted it.

As a child, Mary experienced severe abuse, trauma, and abandonment. These issues carried over into her adult life and led to further problems including substance abuse, domestic violence, gang activity, and homelessness. Mary lived this lifestyle for almost 20 years while traveling back and forth between Phoenix and Los Angeles. Her relationships were with

active gang members and she covered her face, neck, arms, and chest with tattoos.

While Mary was participating in the Women's Treatment Network Program, she hit her emotional bottom after witnessing a violent incident between her boyfriend and the police. Mary became willing to let the Women's Network staff help her address her issues and change her life. As Mary's self-esteem began to improve, her tattoos lost their significance and importance. In fact, Mary began feeling embarrassed about them. She no longer needed the tattoos to define who she was.

Mary began the X-Tattoo Program and completed program requirements such as community service and payment. She started to have her tattoos surgically removed. As the tattoos were removed her new life continued to blossom. Her tough exterior began to disappear. Mary wants everyone with tattoos to know this is a life changing program -- she is living proof. ❖

Maricopa County Adult Probation Department

Volunteer Program

✓ Providing Access to Swift, Fair Justice

Significant growth occurred in the Volunteer Program during 1998, with over 100 volunteers giving 13,792 hours of their time in support of the various components of the Volunteer Program. Volunteers are serving as mentors to probationers, with particular effort being made to match mentors with juveniles who have been transferred to the adult court and who were serving a jail term at the "Pup Tents." The hope is these offenders will develop a relationship with a trusted adult who will help them with various challenges.

In 1998, over 100 volunteers gave 13,792 hours of their time in support of the various components of the Volunteer Program.

Another area of significant expansion in 1998 was the use of volunteers in the Compliance Facilitation Program. Trained mediators are facilitating sessions for probationers who are facing the possibility of probation violation. With the mediator the officer and probationer discuss non-compliance and attempt to reach an agreement. The goal is to come to agreement on the steps that will be taken to gain compliance. Probation officers and probationers alike report these sessions have opened the door to improved communication.

Volunteers continue to assist students at literacy centers and have helped with special projects. At the Frank X. Gordon Literacy Center at the Probation Service Center in Mesa, 13 volunteers put in 913 hours helping students reach their educational goals in 1998. The Volunteer Program continues to be a resource for the D.E.S./JOBS program by providing unpaid work experience opportunities that sometimes lead to paid employment.

In the volunteer role of Associate Probation Officer, almost 80 volunteers worked with probation officers in case supervision. This group consists primarily of student interns and individuals with college degrees interested in a career as a probation or surveillance officer. Dawn Dibbern, one of these students from ASU West was formerly a probationer supervised by MCAPD. Dawn successfully completed probation and volunteered with her former probation officer Jeanne Duncan. Dawn truly epitomizes the belief that people can change and that probation services are the most viable means to effect positive change. According to Dawn, "I made changes because people from MCAPD helped me make it through. They were firm, but also fair and caring. I could not have made these changes on my own." Dawn's hopes to become a probation officer upon completion of her college education. ❖



APO Jeanne Duncan works with Volunteer (and former probationer) Dawn Dibbern.

In 1998 at the Frank X. Gordon Literacy Center 13 volunteers completed 913 hours helping probationers and students from the community in reaching their educational goals.

Maricopa County Adult Probation Department

APD's Volunteer of the Year Gains Well Deserved Recognition



Jessica Karraker (center) with Secretary of State Betsey Bayless (left) and Executive Director of Hospice of the Valley Susan Goldwater

APD Volunteer **Jessica Karraker** was honored in 2000 with several well-deserved awards and nominations. She was honored at the Directors of Volunteers in Agencies' Recognition Luncheon on April 3, 2000 at the Phoenix Country Club. Secretary of State Betsey Bayless gave welcoming and congratulatory remarks, then presented all honorees with a certificate of recognition from the Secretary of State's Office. Keynote speaker for the event was Hospice of the Valley Executive Director Susan Goldwater.

Jessica had been nominated for a Hon Kachina award. Presented in Phoenix annually since 1977, The Hon Kachina Volunteer Awards program is designed to both recognize the achievement of outstanding Arizona volunteers and to increase public awareness about volunteerism. Jessica has also been nominated for the Firestone 100 Who Serve awards. Firestone selects "100 quietly marvelous people from all across the country" to receive recognition for outstanding acts of kindness.

Jessica was also the Maricopa County Adult Probation Volunteer of the Year 2000—her second year in a row as recipient of this award! Jessica found her niche at APD when she formed a bond with a transferred youth who was in jail. She was so loyal and determined to mentor this youth, she visited with him a minimum of once per week for the year of his jail term. She has also mentored several other incarcerated young men and maintained contact with many of them following their release from custody. In addition to mentoring, Jessica initiated weekly "Rap Sessions" at the jail that gave participants an opportunity to discuss their concerns and try to resolve their problems. MCAPD was honored to have Jessica working towards the realization of its Vision: "An agency of professionals committed to continuous improvement in the quality of community life by offering hope to neighborhoods, victims, and offenders." ❖

Excellence in Volunteer Management Award



Kathy Daniels & Lucia Causey

In May 2000, volunteer Coordinator **Kathy Daniels** was the recipient of the first annual Lucia Causey Excellence in Volunteer Management Award! This award was named in honor of Lucia Causey, Director of the Maricopa County Volunteer Center for over twenty years, who retired. Among the ten individuals nominated for this award were the volunteer program managers for American Red Cross, Habitat for Humanity, and Prehab. Kathy credits APO Supervisor Jim Baribault's eloquent nomination for her selection for this award.

Kathy was the Volunteer Program Manager for the Adult Probation Department for more than three years when she received her award. This award honors an administrator of a volunteer program who reflects the high ideals of the profession and whose dedicated efforts allow volunteers to produce significant achievements. This described Kathy to a "T." ❖

Maricopa County Adult Probation Department

Changing Lives Through Literature



Changing Lives graduate Dinah Walker with her child and diploma she received.

Superior Court Judge Jim Padish thought Dinah Walker was just another probation violator that didn't make it. Padish had been asked by Commissioner Carey Hyatt to help her expand the Changing Lives through Literature Program. He and co-facilitator APO Dan Crowley selected a group of women to release from jail under the condition they participate in the literature program at Phoenix College. Walker was one of the women selected. The requirement was simple - just read the books and show up for class twice a month all semester. It did not take a love of literature to motivate the women to choose classmates over cellmates.

Walker was not intimidated by academia; she already held an AA Degree in Business Administration from Phoenix College and had been in the top 10% of her class at Carl Hayden High School. However, her transition to adulthood was filled with more than traditional adolescent angst. She was expelled from Carl Hayden for having a gun and threatening to kill her mother. Walker's mother declared her incorrigible at the age of fourteen.

The Changing Lives syllabus was carefully selected by Commissioner Hyatt and Phoenix College Professor Liza Miller to appeal to women's imagination and hopefully effect some change in their lifestyles. Dr. Miller did not want her literature class turned into a therapy group, but by reading fictional portrayals of women with similar circumstances, she felt the women might reach some clarity of thought about their own behavior. Selected books were chosen from popular women authors like Terri McMillan and Toni Morrison.

Changing Lives through Literature parallels The Oprah Winfrey Book Club. Author Toni Morrison has called Oprah's program a "revolution" and the New York Times Magazine called it "a vast experiment in linked literary imagination and social engineering. When Oprah speaks, women from the slums to the suburbs listen." Winfrey says, "Reading changed my life. The reason I love books is because they teach us something about ourselves." According to the Times, "The narratives Oprah has chosen are overwhelmingly by women and concern nurturing women who love threatening men. The implication is this: we are women, and we are going to read about women."

Commissioner Hyatt experimented with male facilitators to see if a stronger rapport would develop than she had experienced with her first class. So, two men shared a semester of works of women, for women, with women. An interesting dynamic of the Lives program was the interaction of a probation officer and judge with probationers in the neutral, non-threatening arena of the classroom. The class progressed from early awkwardness into a comfortable flow. There was expected attrition, but most of the class graduated. When Padish finished handing out graduation certificates at the graduation party he found he had one left with Dinah Walker's name on it. Although she had completed the program she was not at the ceremony. She was in jail.

Three years later at a chance encounter, Walker recognized APO Crowley. She asked about the Lives program and her fellow classmates. She mentioned she never received her graduation certificate although she had completed all the class work. She admitted using drugs during the semester which burgeoned from the first line offered to her for free to defrauding credit card companies to feed her drug habit. The Court had then placed her on Intensive Probation and she was accepted into MCAPD's Women's Network Program. Officers Tamy Ajo and Jennifer Chasten had worked with Walker. She made great progress on probation but acknowledged that she must maintain vigilance concerning relapse for the rest of her life.

Supervisor Julie George-Klein made arrangements for Walker to receive her overdue certificate and Walker was able to attend the third year reunion along with some of the original graduates. ❖

Maricopa County Adult Probation Department

The Downtown Neighborhood Learning Center



APO Lynn Schneible (left) and APO Sharie Newman (right) pose with Rachel Nunez who received her GED!

Officers Sharie Newman and Lynn Schneible shared a satellite probation office at the Downtown Neighborhood Learning Center.

The Center provides GED classes, computer training, day care, and parenting classes for citizens of the inner city. Located at 10th Avenue and Washington, this facility presented an ideal location for probationers living in the area to report to their officers. The probationers not only comply with the terms of their probation by reporting but also

are exposed to the myriad of services offered to everyone in the community.

Marcia Newman, Director of the Center, saw the benefit of allowing MCAPD to have a presence in the establishment. An especially popular offering to probationers was the Community Voice Mail. Operated by Pat Patterson from the Center, this feature allowed clients to have free phone messaging by simply calling in for their coded messages. A caller hears the probationers voice and presumes the call is to a residence, but the residence could well be the jail or some transient location.

Newman and Schneible attended the GED graduation ceremony at the Superior Court Building. Their involvement in the community is commendable and their relationship with the Center has proved mutually beneficial. ❖

Promoting Literacy



Pizza for Books!

In 1998, Chief Helber wore his chef apron and served pizza to members of IPS Unit 12. This unit collected over 2,000 books.

Marilynn Windust, Lindsay Morgan, Michela Downs, Alex Davalos, Lydia Pedrgo, Stacy Montonaro, Yvonne West, Chief Helber and Tammy Hardy

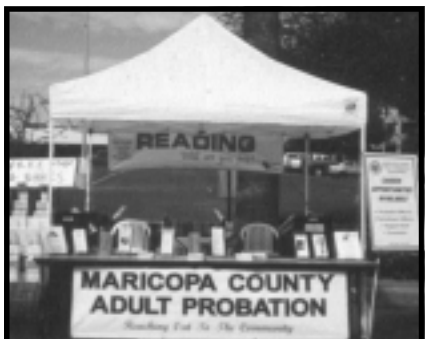
✓ Connecting with the Community

"Reading Will Set You Free." This was the theme MCAPD's Marketing

Committee chose to promote literacy in our community through various book drives and giveaways. Throughout the years, the committee has held various events to collect books to give away. Probation officers were encouraged to invite clients as well as their families and friends to attend the various events and select free books. In 1998, 1999 and 2000, MCAPD volunteers gave away books on Central Avenue during the annual Sunday on Central Festival.

In 1998, the Marketing Committee sponsored a book drive and contests to collect books for the annual State Fair Book Giveaway. IPS Unit 12 collected over 2,000 books. Hundreds of volunteer hours were worked by MCAPD employees and their friends and families during the State Fair

Book Giveaway. Over 11,000 books were given to fair goers. The committee concentrates all year long on collecting donations of kids books so that book-hungry children do not leave the booth empty handed. Each year over 8,500 children stop by the booth for free books. ❖



Maricopa County Adult Probation Department

New IPS Dispatch Communications Center 1999

✓ Providing Access to Swift, Fair Justice



Dispatch under construction.

IPS Dispatch Operations moved to a new Communications Center in early 1999. Dispatchers helped design the new facility that was equipped with new radio communications technology. Four Motorola CRT Radio Consoles feature an easy-to-use graphical screen. A unique computer mapping program allows dispatchers to track, log, coordinate and direct field activity by data entry. The automation process and recording of information has been documented as five times faster than the manual paper and pencil way of tracking field activity.

Radio communication is a lifeline for officers in the field so the primary purpose of Dispatch Operations is to ensure officer safety at all times. Enhanced safety includes better radio reception and clearer transmissions. ❖

Satellite Offices

APO Keith Tanita (center) with two counselors at the Cada Uno satellite office in El Mirage



A satellite office in Avondale



The officers of Maricopa County Adult Probation are creative in finding places in the community to visit with their clients. Regional office buildings are often located too far away from the clients and communities they serve. To solve the problem, officers have been working out of satellite offices. These “offices” in places such as Surprise, Avondale, Whittman and Queen Creek are often a huge departure from a traditional office building. Officers now meet with clients in libraries, parks, treatment program centers, churches, shelters, city buildings and even trailers. ❖



The Whittman Satellite Office

Virtual Office

✓ Being Accountable

A virtual office design team pursuing the desire to “change the way we do business by developing a creative and innovative alternative to the traditional work environment,” developed a hybrid of the private sector “virtual office.” Two department offices closed when the virtual office Southport became a reality in April 1999.

In MCAPD’s Virtual Office most of the client contacts are made in the community, eliminating the need for a big lobby. Modular work stations and file shelves replace individual offices, desks and file cabinets. Support staff, as in other offices, are the office anchor and the only employees with designated work space. Officers and supervisors alike organize their work between Southport, their satellite offices, their portable rolling office, their car, and home office. Each officer is encouraged to develop a personal work style that works for the clients, community and is beneficial to the officer and the agency. This concept is so much more than just telecommuting. “The flexibility can be awesome, provided you have the organizational skills to back it up,” says Probation Officer Pamela Fowler.

Officers have a “phantom mail box,” that pages them when they receive a message. As one IPS supervisor explained- “Virtual office is a great idea whose time has come. I am able to communicate with my officers through a variety of mediums, even though I may not see them for several days.” Portable offices, cell phones, radios and pagers increase virtual officers’ communication and mobility. ❖

Maricopa County Adult Probation Department

Visions of Excellence Program

The Visions of Excellence program has been recognizing employees for years. Employees nominate co-workers, teams, units or groups by writing a summary of the reasons they believe the individual, team, etc. should be recognized. Nominations are reviewed by a selection committee at the end of each quarter. Quarterly Visions of Excellence recipients are presented with a certificate of recognition at an Executive Team meeting. Employees also submit nominations for Employee of the Year awards. All employees are eligible. Recipients of Employee of the Year awards are honored at a luncheon held on their behalf. ❖

1999 Probation Officer Supervisor of the Year



Marilynn Windust embodies the true spirit of APD's vision statement by "offering hope to neighborhoods, victims, and offenders." Her involvement in the Marketing Committee's Annual Book Drive/Literacy Campaign not only promoted our efforts to develop comprehensive community awareness education programs, it also improved the quality of life by raising literacy levels among our population. Marilynn helped pioneer other programs over the years including FARE probation, Residential Treatment Caseloads and Virtual Office concepts.

1999 Probation Officer of the Year



Employed with APD for over 14 years, Randy Tirado's dedication to his profession is outstanding. He demonstrated a high level of commitment to the agency and has an excellent work ethic. Randy is mission and vision driven in the approach he takes with his clients and peers. He is the consummate team player, frequently acting as a mentor to new staff. Randy has provided training in Presentence Orientation, trained staff in reading criminal histories, and volunteered for the Presentence Reengineering Project. He even prepared a Desk Task Manual for the assignments desk. He has completed special projects in LEJIS and worked on an interdepartmental committee to address the consolidation of Criminal History Record Information.

1999 Intern of the Year



Sarah Cummings was chosen to receive the Visions of Excellence Intern of the Year award. Sarah, a student from the Arizona State University Social Work Program, assists with the Intensive Probation Supervision Sex Offender Caseload. She has extensive knowledge in the Substance Abuse area. During the absence of a probation officer, Sarah even took over the in-office days! Needing little direction, she met with clients, made referrals, and completed paperwork.

What probationers said about MCAPD staff:

- *"It was you who showed me honesty for the first time in a long time."*
- *"When I shared my lifeline, you didn't judge me—you understood."*
- *"I couldn't have made it this far without you."*

Maricopa County Adult Probation Department

1999 Surveillance Officer of the Year



Emily Reyna, Surveillance officer of the Year in 1999, set a great example for all officers. She was involved in Cognitive Action for Restorative Education groups with complex offenders. She co-facilitated classes for Gang and Complex offenders which provided 60 hours of classroom instruction. Emily provided structure for the groups and shared personal experiences, a sense of humor and a nurturing concern for the clients. Emily began a group for women who had significant others in gangs. She brought various speakers to the group including literacy, start-up program, and vocational testing professionals from Arizona State University (ASU). Emily provided gang training for the Department and also conducted training at MCC and ASU.

1999 Support Staff Supervisor of the Year



Steve W. Davis is highly praised by his peers for his upbeat demeanor and sense of humor and is viewed as a genuine man offering hope for positive change to all with whom he interacts. He is sensitive to the needs of probation officers, counselors, and clients and consistently creates win-win situations during conflict-resolution and decision-making activity. He provides trainings for the Academy, for new officers, and for all staff through APD's Staff Development Unit. Steve has enhanced the Community Punishment Program in numerous ways, has assisted with the jail treatment committee, and the parenting skills training committee.

1999 Support Staff of the Year



Kim Knight has an infectious positive attitude and innate ability to get things done. She delivers exceptional customer service and unparalleled technical support to the staff of the Central and Northern Field Divisions. She manages a large variety of special projects almost always under tight deadlines. Kim developed a Community Providers Forum wherein she selects and invites multiple community agencies to give an overview of their services to staff on a quarterly basis. Kim created a format to share information between the City of Phoenix Neighborhood Services Office and staff.

1999 Volunteer of the Year



Jessica Karraker is the recipient of the 1999 Visions of Excellence Volunteer of the Year Award. She became a volunteer in November 1997. She attended Cognitive Interventions training and participated in numerous Cognitive groups before she began mentoring. Jessica routinely submits detailed reports of her mentoring sessions and offers feedback and suggestions for improving the mentoring program. Her commitment and insight as a mentor are phenomenal. She is always eager to increase her knowledge and improve her skills as a mentor.

What a probationer said about MCAPD staff:

- "...I will say thank you from the bottom of my heart for the chance your program has given me to start over again with the help of you and your very caring staff."*

Maricopa County Adult Probation Department

2000 Probation Officer Supervisor of the Year



Leslie Ebratt supervised the Coronado Neighborhood Project, which was recognized nationally for its involvement in the community it served. Because of Leslie's accomplishments, she accepted numerous invitations to forums in several states where she provided valuable information and training. She also contributed to several national publications. She is respected by staff as patient and sincere, a coach, mentor, teacher, motivator and listener.

2000 Probation Officer of the Year

Janet Blake, an employee with the Department since November 1986, worked in many areas including the Garfield Neighborhood Project, Shock Incarceration, mentoring at-risk youth and the Changing Lives Through Literature Program. She was part of the Critical Incident Stress Management Team.



2000 Surveillance Officer of the Year



"Michael Parham could be the poster child for the Department as an exemplary employee and surveillance officer. All of the Garfield family was happy to have him there," said Chief Helber. Referencing a ride-along Helber had with Michael he said, "I knew I had made a good choice coming to MCAPD when I saw in Michael the quality of the people employed here."

Leadership is Critical

"In the final analysis, leadership is the most important ingredient for success. Leadership in probation does not come from unwieldy state bureaucracies, nor does it emanate from the work of agency committees. Clear and effective leadership comes from individuals—individuals who care deeply about probation, who are not satisfied with the status quo, who possess the courage to critique their profession and act with vision and dedication to do something about it. In sum, it flows from individuals who are risk takers, willing to enthusiastically embrace a new narrative for their field and the practice of probation."

-*"Broken Windows"* Probation: The Next Step in Fighting Crime
Reinventing Probation Council, August 1999

Maricopa County Adult Probation Department

2000 Support Staff Supervisor of the Year



Kim O'Connor supervised eight Drug Court counselors and oversaw three treatment vendors for DUI Court. It is estimated she probably saved the Department nearly \$150,000 by bringing Drug Court treatment vendors in-house rather than utilizing non-agency treatment services. She has been a tireless crusader in achieving positive public relations for the agency through the media.

2000 Support Staff of the Year

In 2000, Marisela Cordova was managing illegal alien and prison cases. She worked on a different case every day for nearly 13 years, which equals about 4,691 cases or about 3,000 more cases than what she originally signed on for this assignment! She has worked in Warrants and formed relationships with agencies such as Immigration and Naturalization Services, and the Arizona Department of Corrections.



2000 Volunteer of the Year



This was the second year in a row Jessica Karraker was chosen as Volunteer of the Year. Following a move from California where she was a volunteer in the prison ministry Jessica discovered her niche at MCAPD in a surprising place – the Pup Tents. She formed a bond with a transferred youth. She was so loyal and determined to mentor this youth, she visited with him a minimum of once per week for the year of his jail term and continued to mentor him after his release.

2000 Intern of the Year

Kris Williams attended graduate school at Arizona State University. Kris assisted clients in the Day Reporting Center, Women's Network and Transferred Youth programs. She worked with each individual to help them become more pro-social.



**"The Department has given to me
things I consider priceless."**

--2000 APO of the Year, Janet Blake

Maricopa County Adult Probation Department

1999 Presentence Re-engineering

MCAPD transformed the Presentence Investigation Division (PSI) in 1999 from a system of inefficient processes developed over 20 years to a radically re-designed model to meet the needs of the future. PSI re-focused its efforts on serving its customers and providing a product rather than completing a series of processes. Redundancies in the system were eliminated, job functions were re-defined and automation was created to streamline and improve the division's efficiency. Through re-engineering, the division was able to address increasing demands, reduce the costs and time needed to create a report and ultimately reduce the costs of incarcerating defendants prior to sentencing. The division was also able to add an objective assessment component to the process to assist officers in making recommendations to the Court.

PSI conducted 11,200 investigations and reports in 1997 with 79 investigators serving the Superior Court. The cost of completing these reports originally was \$414.54 per report. Through reengineering efforts, the division was able to handle a 36% increase in workload (4,000 more cases), at a reduced cost of \$355.86 per report.

PSI continues to effectively handle the growth in the workload yet has been able to limit, and in some cases, reduce the number of staff in the division. This is directly a result of re-engineering efforts that radically changed how they do work. Reengineering has also provided a cost savings to the County by reducing the time before sentencing from 28 days to 21 days for defendants who are in custody in the County Jail. This promises a dramatic savings to Maricopa County in daily jail beds saved.

Re-engineering PSI has streamlined a tedious process. It allows the agency to re-allocate resources and respond to increasing demand without additional expenses. The new process has helped the agency maximize its resources while still meeting the needs of its customers. ❖

Presentence Quick Fact:

There were 47,174 presentence reports completed by MCAPD staff during FY 1998 - FY 2000.

Probationer Finds Success

When Allen Perry was reinstated to probation in January 1998, he was not the most promising candidate. He had a history of DUIs, domestic violence incidents, and failures to appear. He was apparently an irritant to his neighbors, with several counts of zoning and dog-at-large violations. In April 1997, he received probation for possession of drug paraphernalia, and in January 1998 he was convicted again, this time for possession of dangerous drugs. During his eighty-one days of presentence jail time, Allen did some serious thinking. Allen realized that he was losing everything he cared about. He wanted his girlfriend and his three children to be proud of him, not ashamed. It was time to make some changes.

As it turned out, Allen says that sticking with his law-abiding and drug-free lifestyle was "immensely easier than I thought." Things started getting better, which gave him the motivation to keep going. He was never tempted to turn back. He began working on his probation terms, attended AA and NA meetings, and started to catch up on his probation fees.

Disabled by a serious back injury years ago, Allen had time on his hands and became active in his neighborhood association. He worked on association projects such as painting out gang graffiti and installing door peepholes for elderly neighbors. His home is a neighborhood association "safe house" where young people can find safety from gang members or other threatening persons. As a testament to the changes he made, Allen Perry, former drug offender and neighborhood nuisance was elected as a member of his neighborhood association's governing board. ❖

Maricopa County Adult Probation Department

1998 Sunnyslope Team

✓ Connecting with the Community

The 1998 team at the Sunnyslope office is just one example of many representing the dedicated and caring staff who work at the MCAPD. Five officers were on the team including an “adjunct member” who oversaw the Reparative Board.

From the onset, the team was busy establishing ties within the Sunnyslope community. With the John C. Lincoln Hospital serving as the cornerstone of community development, the team was involved in a host of programs including the following: spearheading community service projects based on resident or agency requests; officer and probationer involvement in two community garden projects; officers working

in the Sunnyslope Elementary School, volunteering in the classroom and in athletic programs; officer participation as a Big Sister; officers assisting in a literacy group for probationers facilitated by an assistant librarian; and officers serving as liaison to the police and the Juvenile Probation Department. The team was able to maintain full and active caseloads while participating in community-based projects. The goal of the team was to link probationers to their own communities while helping them develop skills and abilities to become a part of the decision-making process in their neighborhoods. Attending neighborhood meetings and being a part of the community garden project highlight this team’s efforts to make changes in their probationers’ lives and the Sunnyslope Community. ♦

**“Community Justice is not a program.
It is a process of thinking about justice differently.”**

**—Dr. Todd Clear, professor at the Department of Law and Police Science for
John Jay College of Criminal Justice, 1999**

Officers Combine Efforts with Garfield Community



APOs Brandi Streiter and Allen Wilson talk with a client at Safe Haven.

Probation Officers Brandi Strieter and Allen Wilson looked for ways to involve clients and their families in Garfield Community activities. They developed partnerships with a variety of individuals who had a great impact within the Garfield Neighborhood.

The Garfield community is one of the most historic neighborhoods in the city of Phoenix, having been established in the 1890’s. In recent years this community was known as one of the city’s most crime-ridden areas. The number of drug-related and gang-related crimes reported was well above the city average. However, the citizens living in Garfield took major steps to address this problem. In 1999, Officers Strieter and Wilson combined their efforts with the community to

work towards a better and safer Garfield community.

Some of the activities they helped to plan and participated in included the March Against Gangs, Drugs, and Violence, the Getting Arizona Involved in Neighborhoods Night, the Winter Wonderland Holiday Party, a community “safety audit,” and block watch events. In addition to developing significant partnerships with a variety of individuals and agencies, they maintained a satellite office at the Lupe Sisneros Safe Haven, located in the heart of the Garfield Community. Safe Haven offered a wide variety of services to the residents of the community.

These officers are examples of the kind of employees that make the Maricopa County Adult Probation Department not only proud, but successful. ♦

Maricopa County Adult Probation Department

Strides Made in 1998 Collections

The statewide probation collection activity rate for Court ordered monies for Fiscal Year 1998 showed an increase of 41% statewide over Fiscal Year 1996. Not to be outdone by a statewide increase, Maricopa County finished Fiscal Year 1998 with an increase of 57% over the collection rate for Fiscal Year 1996.

Thanks to a Department-wide education program that assisted officers with collection tips and techniques, probation officers were better able to address payment issues with probationers. Additionally, MCAPD developed a series of progressive intermediate sanctions supporting the payment of Court ordered financial sanctions.

The intermediate sanctions include a Payment Ability Evaluation used to identify disposable income that can be re-directed to Court ordered payments. The offering of a five week Budget Class served as a sanction for non-payment as well as education to teach probationers how to handle their money and household budgets.

For probationers resistant to the less severe sanctions, a referral to a collector could turn a non-paying probationer into a paying probationer. The final intermediate sanction before returning the probationer to Court is the intervention of a third party mediator in a Compliance Facilitation session. If all else fails, a Petition to Revoke probation can be filed alleging non-payment of Court ordered financial sanctions as the sole violation.

Judge Roger Kaufman aided MCAPD in recognizing the intermediate sanctions as sufficient means to prove willful non-compliance. He heard the first of the Term #12 hearings and set the wheels in motion to return probationers to court for willful non-payment of Court ordered monies.

APD Collection Strategies Help Other Agencies

Many of the methods and measures developed in MCAPD are being utilized in neighboring county probation departments. The MCAPD Budget Classes were taught in Cochise and Pima Counties. MCAPD has presented its programs statewide and at national conferences. The collections programs of MCAPD have been showcased for Tarrant County, Texas and for the American Probation and Parole Association. Methods used in Maricopa County are now presented to all probation officers at the AOC Probation Officer Academy to underscore the importance of complying with Court ordered financial sanctions.

"Collection Agency" in Probation Department

MCAPD developed its own "collection agency" unit to focus on the collection of Court ordered financial sanctions. The Financial Compliance unit included professional collectors to aid probation officers in the collection of Court ordered payments. When a probationer falls 60 days delinquent on restitution or 90 days delinquent on fines, fees, reimbursement, or assessments, the probation officer can refer the defendant to a collector.

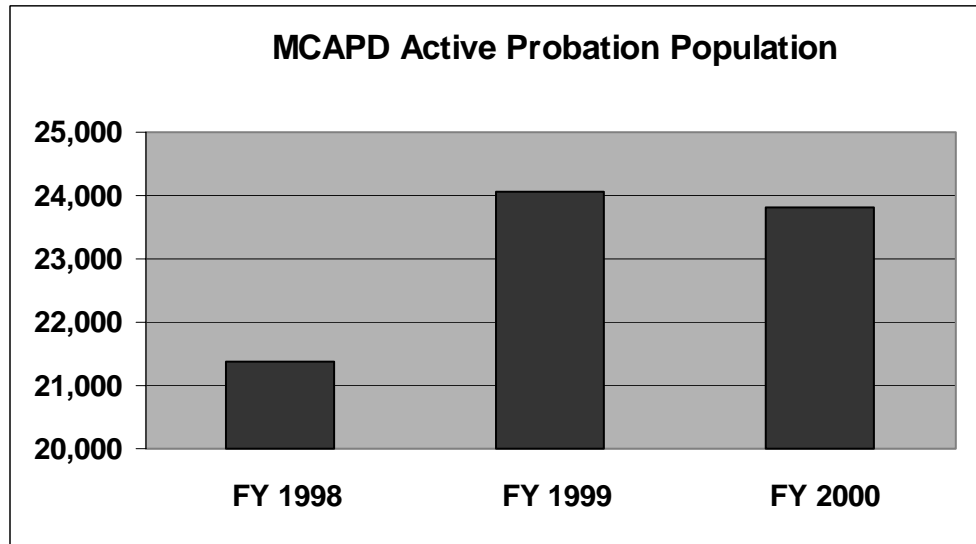
Financial Compliance collectors work with probationers to identify disposable income to be re-directed to Court payments and arrange realistic payment plans. For the reticent probationer, Financial Compliance approaches the issues of payment like a private sector agency i.e. telephone calls, letters, payment arrangements, monitoring of payments, and compliance facilitation with third party mediators.

The collector and the probation officer work hand in hand to help the probationer meet payment obligations to the Court and to become compliant with the terms of probation.

The Department recognized Julie Begona, Frank Vitaro, the collectors, and officers in the strides taken to improve collection rates. ❖

Maricopa County Adult Probation Department

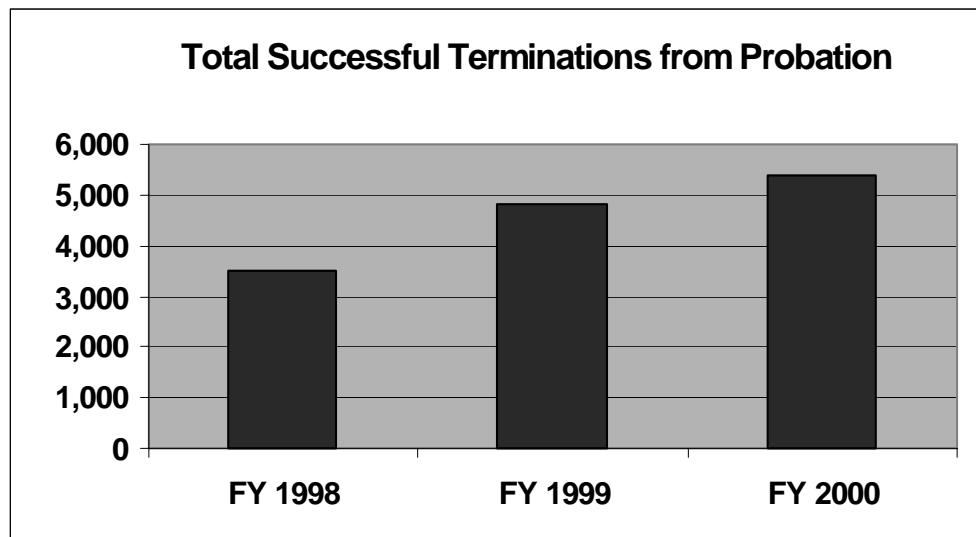
Facts of Interest



MCAPD active probation population grew from 21,376 at the end of FY 1998 to 23,804 at the end of FY 2000. The growth represented an 11% increase from 1998 to 2000.

Presentence Report Fact:

47,174 Presentence Reports were completed during FY 1998 - FY 2000.

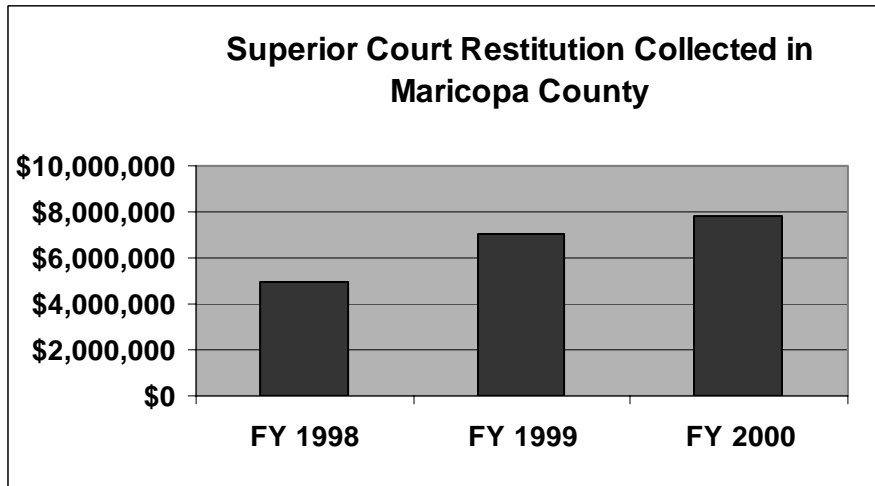


The total number of probationers who successfully terminated from probation increased from 3,517 in FY 1998 to 5,368 in FY 2000. The average rate of successful completions during this time period was 64%.

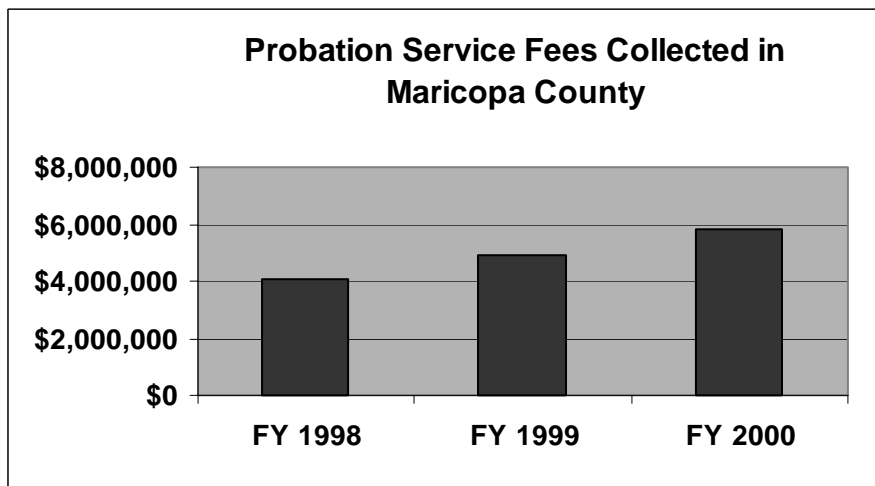
Maricopa County Adult Probation Department

Facts of Interest

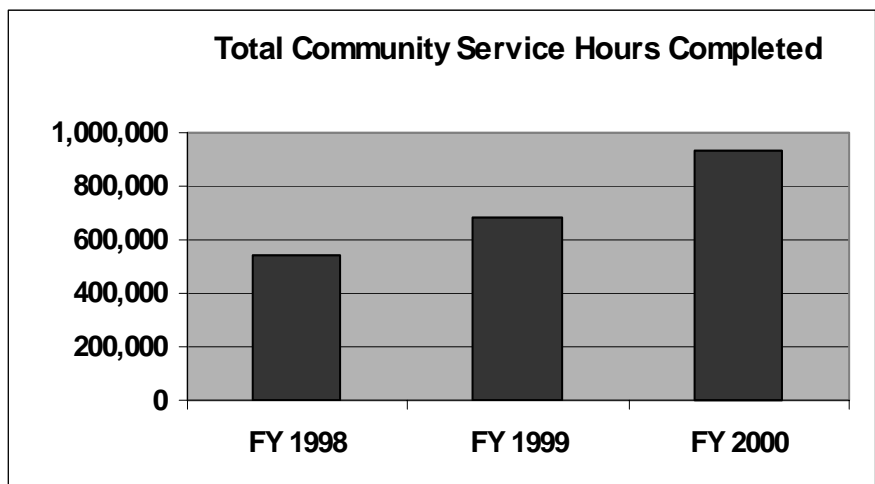
The amount of restitution collected in Maricopa County increased from \$4,949,559 from FY 1998 to \$7,841,934 in FY 2000. The active probation population grew by only 11%, while restitution collections increased 58%.



The amount of probation service fees collected in Maricopa County increased from \$4,087,977 during FY 1998 to \$5,836,033 during FY 2000.



There was a 73% increase in the number of community service hours completed from 1998-2000, with 538,476 hours completed in FY 1998 and 933,326 hours completed in FY 2000.



MCAPD

Adult Probation Annual Report

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Maricopa County Adult Probation Department

Mission

**To Enhance the Safety and Well Being of Our
Neighborhoods.**

We accomplish this through:

- ♦ **Working in partnerships with the community to provide research based prevention and intervention services;**
- ♦ **Assessing offenders' risk/needs in order to help guide Court decisions and to apply the appropriate level of services;**
- ♦ **Managing offender risk by enforcing Court orders, affording opportunities for pro-social change and expecting law-abiding behavior and personal accountability;**
- ♦ **Facilitating victim involvement and restorative justice services;**
- ♦ **Recognizing and rewarding staff performance and achievement;**
- ♦ **Providing training to enhance our professional skill and build leadership.**

